

# Commonwealth of Massachusetts Human Resources Division 2005 Annual Report



*Mitt Romney, Governor*

*Kerry Healey, Lieutenant Governor*

*Thomas H. Trimarco, Secretary for Administration and Finance*

*Ruth N. Bramson, Chief Human Resources Officer*



## ***A Message from the Chief Human Resources Officer***

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*The Human Resources Division (HRD) is committed to providing leadership and support to its customers while promoting effective and efficient government. Over the past two years, we have streamlined the HR function by delivering services through a Shared Services approach. HRD has implemented major reforms in the hiring process, introduced numerous training and professional development opportunities, leveraged technology for more efficient processes, re-energized the statewide diversity effort, and much more.*



*As the report illustrates, we have continued to achieve higher quality Human Resources management throughout all State agencies and divisions. It highlights our strategic challenges and key accomplishments in 2005. It also includes information on workforce demographics, charitable campaign contributions and employee recognition programs, as well as the 2005-2006 HRD strategic initiatives. The report is designed to provide you, our partners and customers, with comprehensive HR information.*

*We invite you to read about the many changes that have positively impacted Human Resources throughout the Commonwealth. What we have accomplished this year is an impressive collaborative effort and my appreciation goes out to all who played a role. It gives us great pride to share this Annual Report with all of you. We hope you find it informative and interesting.*

A handwritten signature in cursive script that reads "Ruth N. Bramson".

*Ruth N. Bramson  
Chief Human Resources Officer  
Commonwealth of Massachusetts*

## Mission Statement

*To serve the people of Massachusetts by delivering reliable and innovative human resources services and programs to our partner agencies so they can achieve their missions.*

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# Section 1

## *Key Strategic Accomplishments in Human Resources*



## ***Major HRD Statewide Accomplishments***

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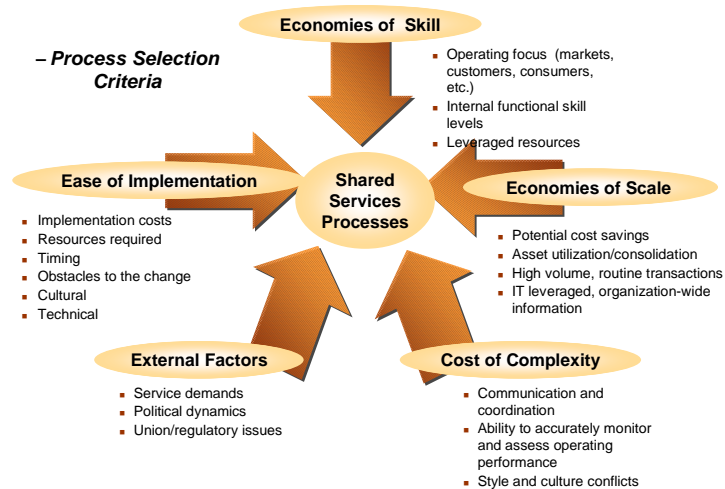
1. Lowered the administrative chargeback fee for workers' compensation services to agencies by 10% due to the successful re-engineering of business processes.
2. Revised Management Compensation Reform (MCR), adding flexible merit increase ranges and the option of one-time bonuses. Merit pay adjustments were again delivered on time and within budget.
3. Executed collective bargaining agreements with seven bargaining units covering 33,000 state employees. Agreements achieved within the Administration's fiscal parameters and with significant management gains, while being responsive to the needs of our employees.
4. Designed, developed and delivered all 2005 ACES Online training tools including instructor-led sessions, eLearning modules and job aids (including a Quick Reference Guide).
5. Completed the first year of Achievement and Competency Enhancement System (ACES) and designed and implemented ACES Online statewide to 3100 agency managers.
6. Successfully administered nine public safety civil service exams to 12,400 applicants and physical ability tests to 1600 police and fire applicants.
7. Launched Career Exploration Days to assist some 1237 Commonwealth employees with their career development and advancement.
8. Converted HRD Internet site to [mass.gov](http://mass.gov) and HRD staff to [massmail](mailto:massmail).
9. Developed and implemented a standardized Employee Orientation Guide and onboarding process.
10. Completed a salary survey and analysis for all special Technical Pay (TPL) positions in the state and issued salary guidelines.
11. Developed 17 key HR metrics, began to measure and record baseline data and shared this data in regular reporting to the Governor's Office and agencies.
12. Conducted a study of management compensation with Hay Consulting that evaluated and leveled benchmark jobs for better classification and internal equity.

## Evolution of the Shared Services Model

The Romney-Healey Administration is committed to streamlining the work of government in an economic environment that in 2005 continues to mandate more efficient and effective government at all levels. Continued reform is needed to give the State workforce a more flexible and agile structure, one that is characterized by skills and tools to meet and anticipate customer needs, both from our citizens and from our agencies and departments.

**Shared services**, as defined in HRD's 2004 Strategic Plan, combines the best of a centralized HR group and a totally decentralized structure. A central HR department that functions as a single source of information, expertise and consultation enables each agency to focus on their particular functional and operational objectives and leave the large policy and program design to the centralized group of experts. These experts then share best practices and improve the quality and consistency of the way issues are handled throughout the state. The Shared Services model would not be possible without the participation of the Secretariat HR Directors who report to the Chief Human Resources Officer and form the HR Advisory Council. In the Shared Services model, the HR Advisory Council serves as the facilitator of an entirely new way of initiating projects, changing policies, developing training and dealing with the myriad of HR responsibilities. HR reform is conceived through collaboration with stakeholders. While agencies typically implement the reforms, HRD provides leadership in research and development, and then continues to provide expert consultation, training, and evaluation of outcomes over time.

**The Evolution of Shared Services.** If the ultimate objective of the Shared Services model is to improve the effectiveness of HR while reducing costs, then the processes that have the greatest potential for improvement and cost savings need to be identified and revamped first. Everything from the way hiring requisitions are initiated to performance appraisals to compensation decisions and organizational design now has become part of a joint decision-making format. At the same time, several people-intensive processes have been transformed into easier, online functions that are managed with less staff and greater speed but less direct control by the agencies. The chart on the right displays the myriad of process selection criteria that are taken into consideration when an HR process is evaluated for retooling to fit the Shared Services model.



Over the last three fiscal years, we have had great success in reducing human resources headcount by 25%. This reduction was largely due to HRD's successful introduction of the Shared Services model. By redesigning work, better sharing of resources, and leveraging technology, we have reduced overtime costs, duplication and administrative work. An unexpected byproduct of this reorganization has been improved retention as individuals have more varied and broader responsibilities that make work more engaging for them. Performance evaluation and improvements in the compensation system have been the central initiatives in the evolution of Shared Services this year. We are using the newly developed online performance appraisal system (ACES) and management compensation reform (MCR), to identify and reward our high potential leaders.

The Shared Services model continues to provide the foundation for change in the way services are delivered and the workforce is managed in the Commonwealth. Success in performing transactional activities builds the level of trust and confidence needed for agencies to employ the Shared Services model in higher-risk, strategic HR priorities. The shared services organization is moving from demonstrating transactional competence to HR consultative expertise. When Shared Services is operating optimally, HRD is better positioned to add value and improve the work environment for our workforce.

## **Our Shared Services Partners Secretariat HR Council**

### **Members**

#### **Secretariat HR Directors**

Mary Sharkey, Executive Office of Environmental Affairs  
 Dean Denniston, Executive Office of Health and Human Services  
 David DeSousa, Governor's Office  
 Irma Gutierrez, Executive Office of Public Safety  
 Diana Jeong, Department of Economic Development  
 Carol Kurzman, Department of Housing and Community Development  
 George Reed, Executive Office of Transportation  
 Joan Lenihan, Department of Labor  
 Gayl Mileszko, Department of Workforce Development  
 Jeff McCue, Executive Office of Health and Human Services  
 Linda Bolduc, Department of Education  
 James Reynolds, Department of Revenue  
 Diana Salemy, Department of Economic Development  
 Rita Colucci, Office of Consumer Affairs and Bus. Regulation



Front: D. Denniston, R. Bramson, P. Dietl  
 Middle: S. Borders, I. Gutierrez, D. Jeong, C. Kurzman, R. Colucci, S. Wong-Wagner, S. Montgomery, J. McCue  
 Back: L. Bolduc, G. Bibilos, G. Reed, M. D'Angelo, D. Travis-Brown, D. DeSousa;

#### **HRD Members**

Ruth Bramson, Chair, Chief Human Resources Officer  
 Paul Dietl, Co-Chair, Deputy Chief Human Resources Officer  
 Sandra Borders, Director, Office of Diversity and Equal Opportunity  
 Swee Wong-Wagner, Director of Policy  
 Mark D'Angelo, Director of Labor Relations  
 Deidre Travis-Brown, Director of Learning & Development

### **\*\*\*\* TASK FORCES \*\*\*\***

#### **EMPLOYEE ORIENTATION TOOLKIT**

During 2005, with the assistance of a task force of its shared services partners, HRD created an employee orientation toolkit to be used for new employees in the Executive Branch. The toolkit compiles a variety of existing policies into three documents: an Employee Guide to State Employment; Onboarding: Guidelines for New Employee Orientation (to be used by hiring managers); and a Checklist for New Employee Orientation (for use by HR Directors). Members of the task force included:

Co-Leaders: Jane Durland, EOHHS and Natalie Wadzinski, HRD		
Kevin Beauregard, MEMA	Lauren Johnson, OSC	Richard Greene, DOC
Greg Guba, EOHHS	Karen St. Germain, DMR	Denise Sarro, SORB
Ed Bertorelli, MHD	John Jesensky, OER	James Whelan, OER
Francine Hardy, DCHD	Dolores Ciarlante, DCAM	Gene Rivers, EOHHS
Wendy Chu, HRD Legal		
plus the following stakeholders:		
Group Insurance Commission, State Ethics Commission, Office of Campaign & Political Finance, State Retirement Board		

#### **WORKFORCE PLANNING**

In Spring 2005, the Human Resources Division convened a Workforce Planning Task Force representing a diverse group of HR professionals. The task force was charged with the following objectives: Define workforce planning and identify business needs; Define Stakeholder's roles and responsibilities; Assess, share and incorporate current agency practices; Review and identify best practice approaches; Design tools and strategies for workforce planning; Collaborate on a universal Workforce Planning Model for secretariats and agencies to utilize; Become the Commonwealth's workforce planning experts and spread the word on workforce planning. The task force continues into 2006 as an on-going workgroup. Members of the task force include:

Leader: Swee Wong-Wagner, HRD	Steven Catino, DOE	Carol Kurzman, HCD
Kristen Bluemmel, EOHHS	Juan Flores, MHD	Susan Montgomery, DOR
Linda Bolduc, DOE	Irma Gutierrez, EOPS	Mary Sharkey, ENV

## ***Pioneer Institute's 2005 Better Government Competition***

The Human Resources Division won the 14<sup>th</sup> annual Better Government Competition, sponsored by Pioneer Institute's Shamie Center for Restructuring Government. The Pioneer Institute's Better Government Competition rewards ideas that improve the quality and cost-effectiveness of government services. In 2005, there were over 200 entries from around the country. The Better Government Competition seeks innovative, concrete ideas and provides a public forum for them. The competition has saved Massachusetts taxpayers an estimated \$300 million since 1991.

The winning initiative: **"Shared Services: Streamlining Massachusetts Government Human Resources"** was submitted by Ruth N. Bramson, Chief Human Resources Officer. It described a model for improving human resource service delivery by encouraging agencies to partner with each other to reduce costs and eliminate redundancies. The model incorporates best practices from private and public sectors by adopting objective performance measures, making greater use of technology, and streamlining the delivery of all state government human resources programs and services. The award included a \$5000 prize that HRD used to provide summer internships to urban youth to expose them to the business of government.



*Governor Mitt Romney congratulates Ruth Bramson, Chief Human Resources Officer, on her award at the 14<sup>th</sup> annual Better Government Awards Dinner in June 2005.*

"By bringing modern business practices to the state's human resource function, this imaginative proposal can improve efficiency across all of state government," said Pioneer Institute President/CEO Stephen Adams.



Programs under Shared Services encourage employee engagement. With the new ACES online performance management system and the advent of Management Compensation Reform, we are achieving clear, timely and accurate visibility for employee performance and potential. While our budgetary constraints do not allow for huge differentials, performance ratings tied to salary increases and a modest bonus program recognize special contributions in projects or leadership. Commonwealth managers are now more motivated to deliver that discretionary level of effort. This is changing the culture as a high priority is placed on recognizing and rewarding the best performers.

*"I'm impressed to see ACES evolving into a powerful HR development tool that fosters genuine learning and growth when used effectively. We at DSS have historically dealt with the state's evaluation system as a largely ministerial activity. Today, we see ACES as an increasingly important part of our agency's human resource development strategy."*

**Harry Spence, Commissioner  
Department of Social Services**

*"This year's bonus compensation program provided me with a unique opportunity to reward managers who demonstrated results through innovation and hard work. Additionally, the flexibility and discretion that was built into the program was a refreshing approach, allowing me to send an important message to those managers who do exceptional work for the Commonwealth."*

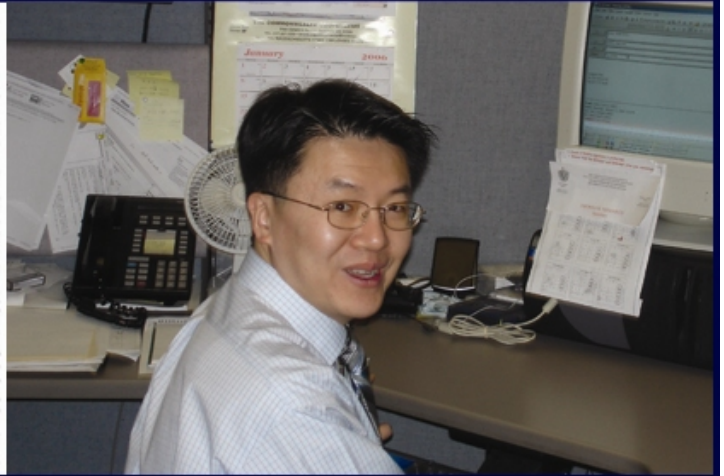
**Robert W. Golledge, Commissioner  
Department of Environmental Protection**

*"An institutional culture change has occurred in the executive branch of Massachusetts' government. Managers are now evaluated and compensated on the quality of their achievements. This recognition of the many talented managers in State government was long overdue."*

**Carol Kurzman, Director of Human Resources  
Department of Housing & Community Development**

# Section 2

## *Individual Unit Accomplishments*



## Office of Employee Relations

### Major Accomplishments:

With the four labor contracts negotiated by the Office of Employee Relations (OER) during the Spring of 2005 (NAGE units 1, 3 and 6, MOSES, SEIU Local 509 and IBCO), labor agreements were achieved covering more than 80% of the Commonwealth's Executive branch unionized workforce. These contracts met the Administration's goals of being responsive to the needs of our employees as well as to the need for responsible fiscal management. Among the key points of these agreements:

- The agreements introduce market-based compensation and differential pay to our labor contracts. A portion of these contracts' salary increases is based on the recruitment and retention needs of agencies, with the goal of ensuring that the Commonwealth can remain competitive when recruiting for critical jobs.
- By reducing Family and Medical Leave from 52 weeks to 26 weeks and sick in family leave from 60 days to 30 days, we strike a fair balance between the needs of working families and the needs of citizens for a more efficient and effective government.
- The agreements contain new language that affirms the rights of employees who choose not to pay union dues.



### Performance Metrics:

- Executed collective bargaining agreements with seven bargaining units, affecting approximately 33,000 employees.
- Executed 15 separate memoranda of understanding establishing market driven pay differentials for key health care titles.
- Reduced Step III grievance backlog by 250 cases.
- Implemented new alternative dispute resolution programs with seven collective bargaining units.
- Initiated a first-of-its-kind statewide safety committee, focused on enhancing employee health and safety in the workplace.

## Legal Unit

### Major Litigation:

Represented HRD in a labor arbitration matter where the union challenged the Commonwealth's denial of paid union



leave for 33 of the Union's officers to attend a State Council meeting. The Arbitrator found that the Commonwealth retained the discretion to grant or deny requests for paid union leave. The grievance was denied.

Defending a lawsuit filed in U.S. District Court by African-American applicants challenging the validity of the civil service examination for municipal firefighters.

Defending a complaint filed with the MCAD by an applicant for a police officer position in the Town of Marion alleging that HRD's medical standards for police officers are discriminatory. The Complainant failed the medical standards.

Defending a lawsuit filed in Superior Court by an applicant for a firefighter position. The Applicant was rejected for the appointment for failing HRD's medical standards. (Plaintiff wears a hearing aid in one ear). HRD prevailed in Superior Court. The matter is scheduled to be heard by the Supreme Judicial Court in the spring of 2006.

### Performance Metrics:

- 34 of 48 cases won in 2005
- 37 arbitrations settled during 2005

## Organizational Development Group: Civil Service Unit

### Major Accomplishments:

In 2005, the Civil Service Unit (CSU) continued to leverage technology in its internal operations and improve service to its customers. Website enhancements now allow HRD to provide detailed information and improved access to our customers and the general public.

- The Civil Service self-service module provides applicants with instant access to their examination information and facilitates on-line address or employment location changes.
- In keeping with the Shared Services model, the CSU and the Department of Correction (DOC) worked together to develop and implement an agency-friendly civil service hiring process. The DOC now controls the issuance of certifications and appointment approvals.
- Examinations may now be administered anywhere in the world over the Internet at the same time as they are given in Massachusetts. For those veterans who cannot access the on-line testing component, we have instituted a regular monthly make-up examination program to ensure that they do not lose any opportunities for employment.
- In 2005, we continued to improve the operations of the Physical Abilities Testing (PAT) program and tested 1006 police officer recruits and 631 firefighter candidates for communities across the Commonwealth.



### Performance Metrics

Applications: 16,798 (web: 14,140 paper: 2,658)  
Sitting for exams: 13,909 Lists established: 286  
Eligible applicants on established lists: 11,856  
Certifications issued: 1,466 People certified: 25,619  
Appointments:  
# Municipal Perm/Temp: 1364/71  
# State Perm/Temp: 346/0  
1,079,678 visitors to the Civil Service website in 2005

## Organizational Development Group: Workforce Management Group (WMG)

### Major Accomplishments:

- Collective bargaining increases were implemented with a newly automated retroactive payment function that dramatically reduced the administrative work needed.
- HRD/WMG contracted with the Hay Management Group to conduct an audit of the management classification and evaluation system. Preliminary findings indicate that the evaluation and classification system for state managers is sound and that on the whole, management jobs are being evaluated at the appropriate level. More findings and recommendations will be forthcoming in early 2006.



- HRD, in partnership with the Information Technology Division (ITD), has begun to develop an open source replacement of the Commonwealth Employment Opportunities (CEO) Job Posting Website, which is visited annually by over 45,000 prospective job applicants. The rollout is scheduled for summer 2006.

### Performance Metrics:

- The Performance Recognition Program was successfully upgraded to a chargeback program that included recognition of Carballo, Rooney and Citation Award Winners at the Sheraton Boston.
- HRD audits continue to reveal a less than .01% non-compliance rate on delegated transactions.
- With the use of E-Forms, paperwork for transactions has been reduced by 75%.
- Delegation of Hay Management Evaluations has resulted in agencies being able to implement management changes in 25% less time.
- The number of classification appeals continues to decline as a result of ongoing classification consultation efforts by the HRD analysts.

## Information Technology Unit

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### Major Accomplishments:

During 2005, HRD's IT Unit achieved a number of major accomplishments, each of which supports the HRD Shared Services model. By coordinating IT staff and resources through the implementation of web-enabled infrastructure, HRD can better communicate with external agencies, track and report on activities and improve the delivery of HRD's core services.

Specific accomplishments achieved include:

- Implementation of a new server with more memory and disk capacity to support the Workers' Compensation MERCURI application.
- Implemented EEO-4 DataMart for Quarterly Reporting.
- Converted HRD's Internet site to mass.gov standards.

### Performance Metrics:

- Implemented the new HRD Internet site to Mass.gov standards in 10 weeks—3 weeks ahead of schedule.
- Processed and completed an average of 102 IT Work Requests per month

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## Office of Diversity and Equal Opportunity (ODEO)

### Major Accomplishments:

During fiscal year 2005, we continued to do recruitment and outreach through various Diversity Career fairs, and community and professional organizations. We initiated the ODEO referrals listing, disseminating resumes to the Civil Rights Officers and hiring managers to increase the diversity of our applicant pools.



ODEO successfully launched the EEO-4 Data Mart which is a web-based system used to track employee demographic information and workforce trends more efficiently and to prepare monthly and quarterly workforce reports for the Executive Branch.

ODEO prepared and disseminated the Model Affirmative Action and Diversity Plans and approved 160 plans, representing all agencies of the Executive Branch.

ODEO partnered with various state agencies to hold the Commonwealth's first ever Career Exploration Days with 1237 employees participating in career development activities.

ODEO continued to work to reduce turnover rates. This year's turnover rate for females and minorities has been reduced 1.5% and 1.94% respectively.

## Policy Unit

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### Major Accomplishments:

HRD's Policy Unit led interagency task forces in the areas of New Employee Orientation, Metrics and Workforce Planning and developed numerous policies and guidelines. The team was again honored by a performance recognition award in 2005 for their efforts.

### Development of New Policies/Guidelines:

- Implementation of the 2005 amendment to the 2003 Military Pay Act.
- Changes to the Red Book for Managers for travel reimbursement and FMLA.
- Implementation of Chapter 99 of the Acts of 2005 on Organ Donor Leave.
- Updated Technical Pay Law (TPL) guidelines and developed a comprehensive TPL Implementation Guide.

### Major Projects:

The new Achievement and Competency Enhancement System (ACES) was made a completely on-line system.

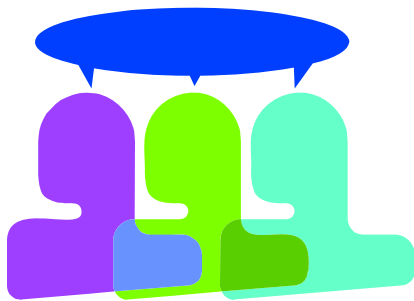
Management Compensation Reform (MCR) included more flexible merit increase ranges and optional one-time bonuses.

HR Metrics Initiative launched to identify key HR performance measures and validate the contribution of HR.



Work force and Succession Planning Task Force will produce a workforce planning process for all agencies to use in predicting and addressing the critical labor issues of the future, particularly that of the aging of the state workforce. The process will promote proactive planning that assists the strategic workforce development effort to attract, retain and enhance the Commonwealth's workforce.

HR Advantage, a bimonthly newsletter for HR practitioners, was introduced in July 2005 and has been well received by its readers.



### Performance Metrics:

- Over 3000 managers were evaluated using ACES Online by the close of the evaluation period on 9/30/05, and merit pay for all managers was implemented by 11/22/05.
- As of 12/27/05 there are 3195 ACES Online users.
- MCR was again completed on time and within budget.

# Training and Learning Development Group

## Major Accomplishments:

In 2005, to reduce the cost of managing the workforce, the Training and Learning Development Team reengineered its training delivery model to focus more on tailored training. A learning contract was included in each course to ensure that the learning objectives and expectations of the students and their supervisors are understood and met in classes. This approach resulted in a significant increase in custom professional training deliveries.

## Achievement and Competency Enhancement System (ACES) Training Strategy

The curriculum included a one-page quick reference guide, a new asynchronous, on-demand eLearning tool that delivered interactive training courses using voice-over narration and job aids. The training was well-received by managers and helped facilitate the new process.

## Training Advisory Council



Front: B. Miller, D. Travis-Brown, J. Zellmer, J. Durland, A. O'Brien  
Back: A. Hyacinth, R. Stevens, F. Pinter, D. Scotti, J. Haertl, G. Potter, J. Ognibene, R. Colucci

In accordance with the Shared Services model, the unit established the Training Advisory Council (TAC) in July 2005. The council consists of training professionals from agencies throughout the Executive Branch. The goal of the council is to ensure that high-quality, well-coordinated, and cost-effective training resources are shared. The immediate focus of the council is to establish a structure to manage the selection of training vendors on the statewide training contract and develop the structure and best practices for career development, progression and succession planning.

## Mandatory Training

HRD continues to provide training in certain key areas of mandatory compliance, including preventing workplace violence, sexual harassment and improving diversity in the workplace. The trainers are supported by a core of agency trainers to get the job done. The numbers of employees who received training in some of these areas are:

- 18,467 on domestic violence
- 16,059 on workplace violence
- 12,130 on sexual harassment

## Training Highlights

The Training and Learning Development Team designed, developed and delivered new learning opportunities to provide students with practical skills necessary to perform today's job requirements. This enabled the workforce to effectively manage shifting customer needs and adapt to new ways of working. New courses included:

- Employment Law
- Managing in a Unionized Environment
- Coaching for Performance and Development
- Team Building: Managing Interpersonal Dynamics
- Write it Right: Strategies for Effective Business Writing
- Getting Your Point Across: Strategies for Developing Effective Presentations



## Performance Metrics:

*During calendar year 2005, the Training and Learning Development group delivered 881 classes to over 5900 state employees.*

## **Workers' Compensation Group**

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### Major Accomplishments:

HRD's Workers' Compensation Unit had a number of notable achievements in FY06 that were beneficial statewide:

Lowered the administrative chargeback fee by 10% for FY06 due to the successful re-engineering of business processes that resulted in net savings to client agencies of nearly \$300,000.

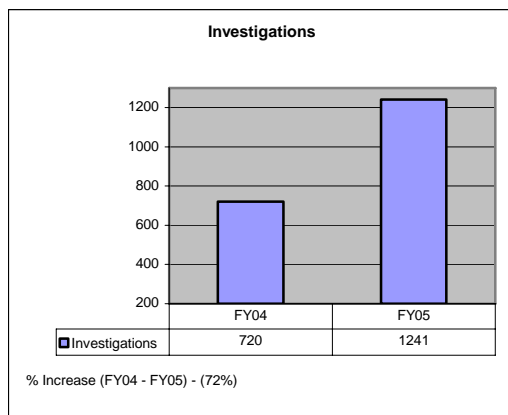
Hosted the first annual Workers' Compensation conference for state agencies with a focus on the importance of workplace safety as a primary step in injury prevention and cost containment.



Workers' Compensation Group receiving their Performance Achievement Award, Oct. 2005

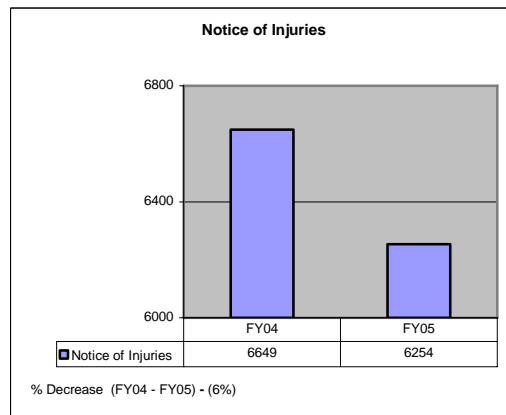
Enhancement of WC eServices webpage to provide customer agencies with updated financials, online investigation referrals and reports, and access to claims management tools.

Developed an online Notice of Injury (NOI) submittal and Risk Management reports for agencies to ensure timely reporting of industrial accidents.



Investigation referrals during a fiscal year.

FY'04: 720    FY'05: 1241  
72% Increase



Notice of Injuries reported during a fiscal year  
(based on injury date).

FY'04: 6649    FY'05: 6254  
6% Decrease

# Section 3

## *The Commonwealth Workforce*



## ***The Commonwealth Workforce At a Glance***

### **General Statistics for the Commonwealth as of 2005**

State Population	6,518,868*
Population rank among all states	13 <sup>th</sup> *

### **Commonwealth Positions (Executive Branch only) as of 06/25/05**

State employee population	44,208
Number of FTEs	42,672
State Employee population rank among all states	14 <sup>th</sup> **
State Employee payroll rank among all states	13 <sup>th</sup> **

### **Profile of employees as of 6/25/05**

Average Full Time Annual Salary	\$49,048
Average Age	45.71
Average Length of Service	13.87
Percent Represented by Unions	91.06%
Percent Minorities	21.74%
Percent Female	52.10%
Annual Turnover Rate (voluntary/involuntary)	9.12%
Percent of Retirement-Eligible Employees (estimates based on 55+ years of age and 10+ years of service)	14.92%

\*Population proj. 2005 based on United States Census Bureau Data:

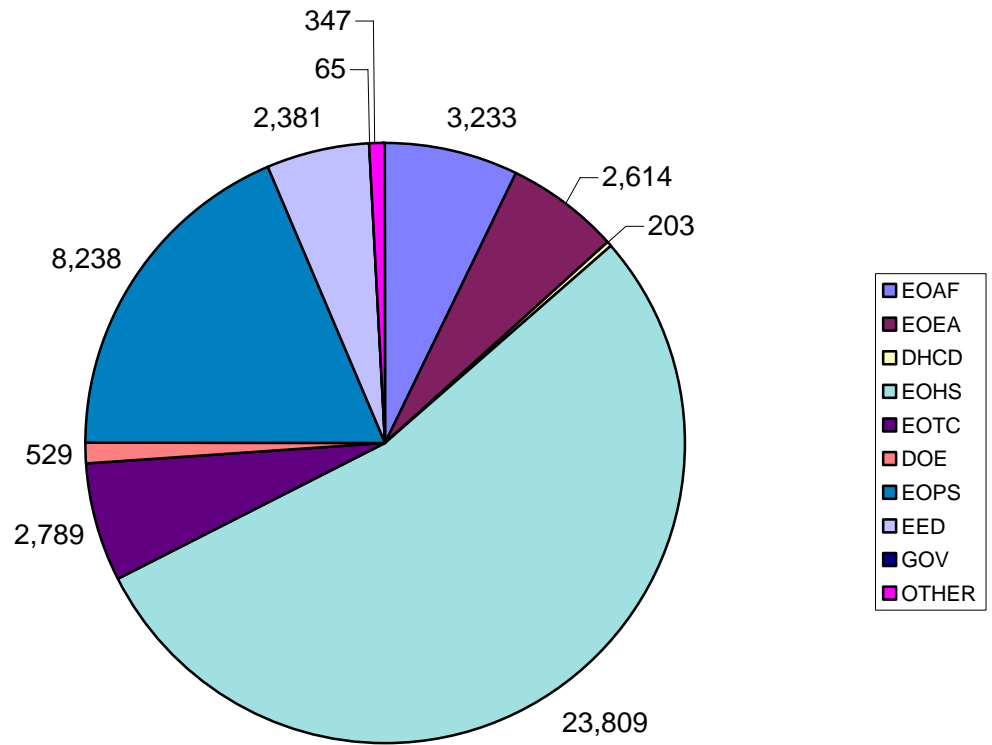
<http://www.census.gov/population/projections/SummaryTabA1.xls>

\*\*State Employee rank March 2002 based on United States Census Bureau Publication:

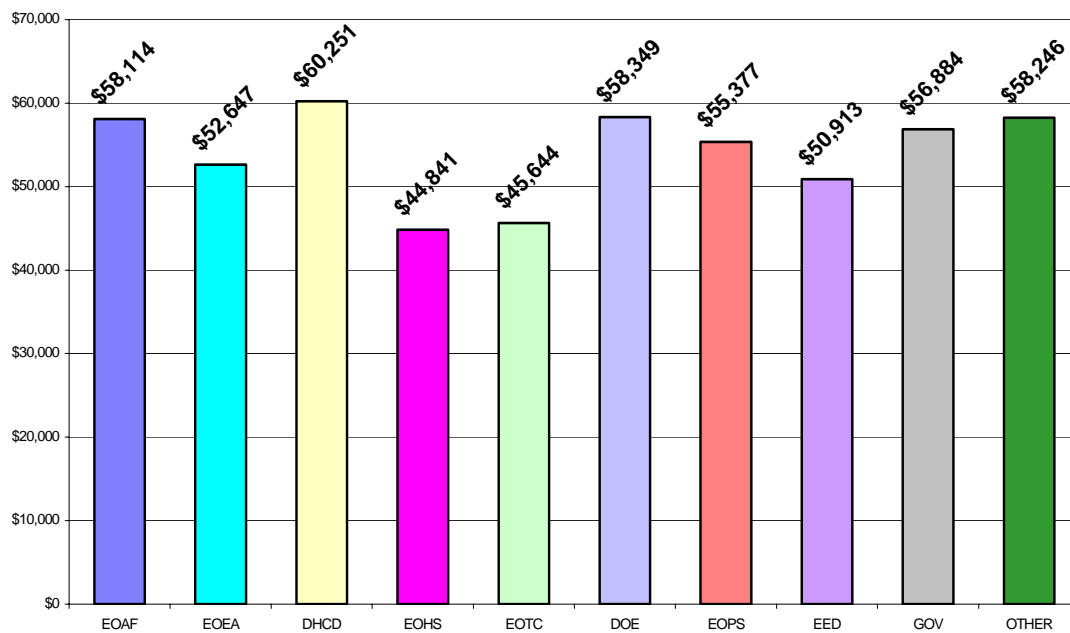
<http://www.census.gov/prod/2004pubs/qc023x2.pdf>

## ***Employees in the Commonwealth Workforce***

### ***Employee Distribution by Major Secretariats***



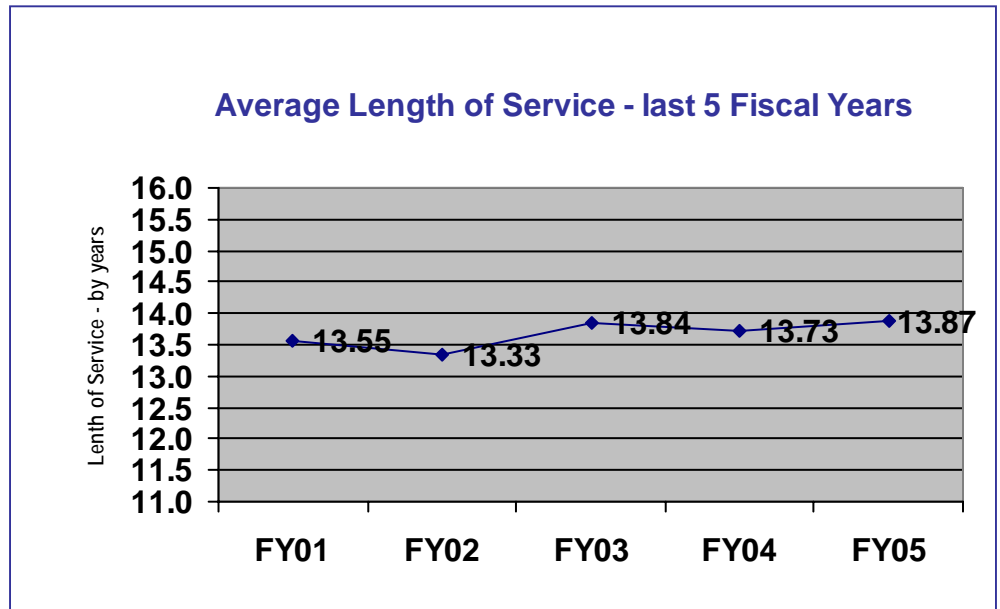
### ***Average Salary by Secretariat***



## Workforce Characteristics

### Last 5 Fiscal Years: Length of Service

*The Average Length of Service for Executive Branch employees is 13.87 years.*



Average length of service did not show significant change over the past five fiscal years, with service years ranging from 13.33 years to 13.87 years at its highest average.

## Retirement Eligibility Statistics

### Retirement Eligibility for FY01 – FY05

	Age / Length of Service		
Fiscal Year	50 / 5	55 / 10	65 / 25
2001	30.05%	14.28%	.71%
2002*	28.20%	12.33%	.58%
2003*	30.66%	14.28%	.64%
2004	30.49%	13.41%	.59%
2005	32.19%	14.92%	.61%

\* NOTE: Early Retirement Incentive Offered in March 2002 and October 2003.

Employees are generally eligible for retirement when they reach 55 years of age and 10 years of service. The chart above shows that as of June 25, 2005, 14.92% of Executive Branch employees were eligible for retirement. In 2010, 32.19% of the Executive Branch employees are projected to be eligible for retirement, without allowing for turnover. This figure is reflective of the aging demographic and is being addressed through Workforce Planning activities.

## **Workforce Characteristics**

### **Union Membership in the Executive Branch**

Union	Employees	FTEs 06-25-05	Female %	Minority %	Contract Dates Beg/End	
Units 1, 3 & 6 National Association of Government Employees (NAGE): Clerical (1), Skilled Trade (3), Professional Administrative (6)	11,654	11,301	62.9%	21.3%	7/1/03	6/30/07
Unit 2 American Federation of State, County and Municipal Employees (AFSCME) Council 93 & Service Employees International Union (SEIU) Locals 254, 285: Facility Service, Direct Care, Maintenance	10,125	9,497	54.4%	35.5%	7/1/03	6/30/06
Unit 4 Mass Correction Officers Federated Union (MCOFU): Correction Officers	3,790	3,789	10.3%	12.8%	1/1/01	12/31/03
Unit 4A International Brotherhood of Correction Officers (IBCO): Correction Officer Captains	86	86	5.8%	3.5%	1/1/00	12/31/02
Unit 5 Coalition of Public Safety (COPS): Environmental Police, Parole Officers	220	220	21.8%	9.5%	7/1/01	6/30/04
Unit 5A State Police Association of Massachusetts (SPAM): State Police Troopers, Sergeants	1,737	1,737	10.2%	10.5%	1/1/00	12/31/02
Unit 7 Massachusetts Nurses Association (MNA): Health Care Professionals	1,901	1,699	78.7%	16.5%	7/1/00	6/30/03
Units 8 & 10 Service Employees International Union (SEIU) Local 509: Social Service Professionals	7,967	7,733	70.0%	21.6%	1/1/05	12/31/06
Unit 9 Massachusetts Organization of State Engineers and Scientists (MOSES): Science and Engineering Professionals	2,777	2,711	26.8%	13.0%	7/1/03	6/30/06
<b>Total:</b>	<b>40,257</b>	<b>38,773</b>				

## ***Charitable Campaign***



### **Commonwealth of Massachusetts Employee Charitable Campaign Unit (COMECC)**

COMECC is a voluntary program that affords state employees the opportunity to support private, nonprofit health and human services and environmental organizations. State employees can share in the spirit of giving, assisting needy families and others who might be experiencing hardship or temporary crises in their lives.

During the 2005 COMECC Campaign, state employees pledged almost \$2 million to benefit more than 1000 charitable organizations throughout the Commonwealth.



## ***Employee Recognition***

The Human Resources Division coordinates the annual Commonwealth of Massachusetts Performance Recognition Program. The program gives formal recognition to Commonwealth employees who make meaningful contributions and focuses attention on consistent, positive achievements by both individuals and teams of state employees.

Awards are given in three categories:

- Commonwealth Citation for Outstanding Performance
- Eugene H. Rooney, Jr. Public Service Award
- Manuel Carballo Governor's Award for Excellence in Public Service

The yearlong planning and selection process culminates in an annual awards ceremony to recognize award recipients. This year, the program was successfully upgraded to a chargeback program that included an awards ceremony and luncheon at the Sheraton Boston Hotel, hosted by Lieutenant Governor Healey and HRD. There were over 900 people in attendance, including Citation, Carballo and Rooney winners along with their guests, Cabinet Secretariats and Agency Heads.



**The Commonwealth Citation for Outstanding Performance** is given to Executive Branch employees of the Commonwealth who have demonstrated exemplary work performance. In 2005, 296 citations were awarded statewide.

### **The Eugene H. Rooney, Jr. Public Service Award**

During his 21 years of public service, Eugene Rooney believed that the most important investment was that made in human resources. In honor of Eugene Rooney, this award recognizes an individual or group of individuals who have excelled in the development of human resources. In 2005, the following three individuals were recognized with this award:

Christine M. Bond, MBTA  
Dean Denniston, Executive Office of Health and Human Services  
Peter Senopoulos, Department of Fire Services

**The Manuel Carballo Governor's Award For Excellence in Public Service** is the Commonwealth's highest honor for Executive Department employees. The award recognizes and honors state employees who personify excellence in public service. Eight individuals and two groups were selected to receive the award this year. The following winners were honored in 2005:

William Allen, Massachusetts Rehabilitation Commission  
Donna M. Ambrosino, M.D., Univ. of Mass. Medical School  
Mark Correia, Soldier's Home in Holyoke  
Barbara A. Curley, Department of Social Services  
Norma Forgione, Department of Conservation and Recreation  
Sherrill L. Hayter, Department of Mental Retardation  
Stuart Lecky, Information Technology Division  
Richard Murphy, Massachusetts Highway Department  
Spanish Interactive Voice Response System Workgroup, Div. of Unemployment Assistance  
The Wall Experiment Station, Dept. of Environmental Protection

# Section 4

## *Key Strategic Initiatives for 2005-2006*



## ***Key Strategic Initiatives for 2005-2006***

In order to provide for the optimum functioning of the Commonwealth as we address the changing workforce demographics and a continuing demand for better service to our citizens, HRD will:

Develop a Workforce Planning Process to:

- Analyze the skills and abilities needed in key positions in Secretariats and agencies;
- Determine the gaps between existing skills and necessary skills;
- Work with agencies to create development plans to prepare the workforce to take on the critical responsibilities of government;
- Identify and develop the future leaders of the various agencies to prepare for anticipated retirements and worker shortages in the next decade;
- Address shortages in frontline positions as a result of changing demographics.

Continue to reduce the costs of managing the workforce by:

- Enhancing management skills in dealing with a unionized workforce and new contracts;
- Moving to technology-driven processes to reduce administrative overhead expenses and create more efficient operations;
- Expanding the shared services model to incorporate more functions within that model;
- Improving collaboration among the departments to reduce duplication and better utilize shared resources;
- Providing training within reach of each employee that is relevant to their needs and improves their productivity and effectiveness.

Manage the process to update and secure HRIS technology to provide the best solutions to data gathering, record retention and self-service applications by:

- Keeping current applications working effectively;
- Researching alternative solutions;
- Identifying stakeholder requirements;
- Evaluating and selecting the best solutions for the future.

Improve the branding of the Commonwealth as an employer of choice by:

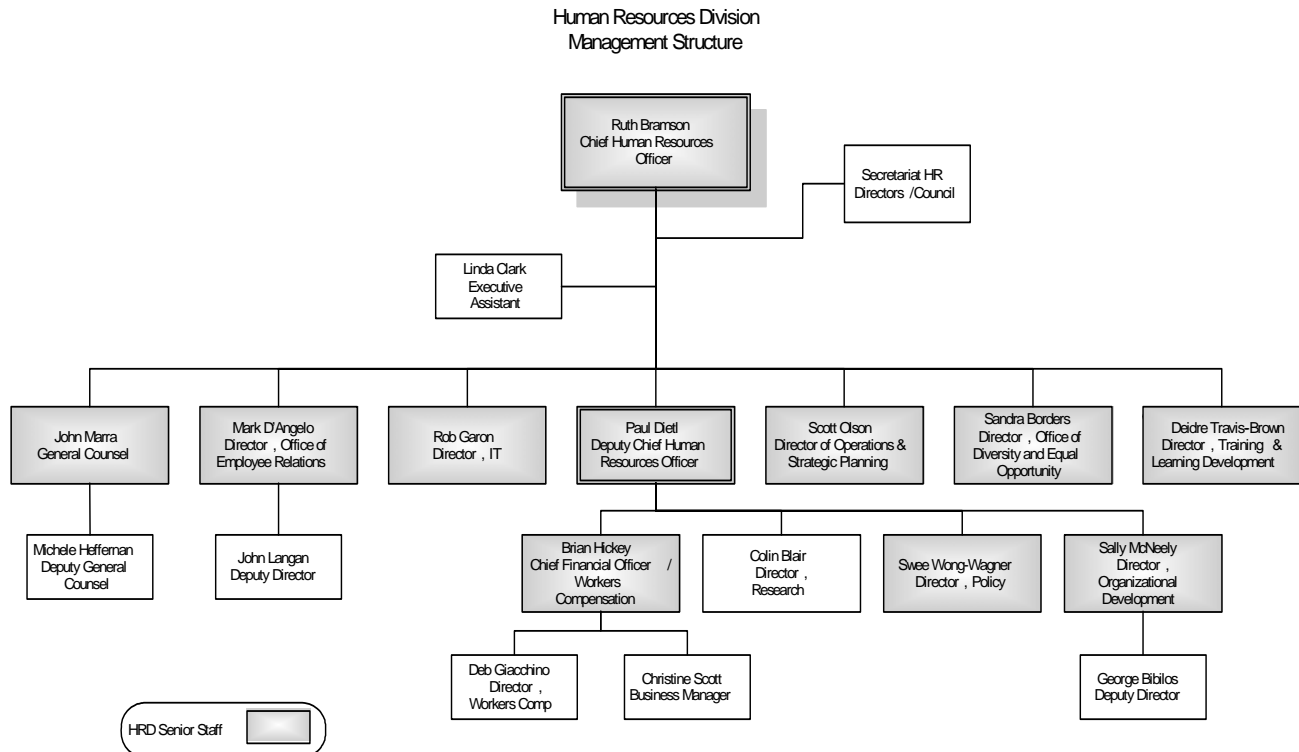
- Continuing outreach and more effective marketing of Commonwealth employment to diverse communities and schools to attract a workforce more reflective of the citizenry;
- Reviewing compensation and benefits strategies to ensure their competitiveness;
- Evaluating workforce policies to ensure that they reflect flexibility and openness;
- Improving communication through the use of technology so that all employees are well informed and involved in the business of government.

## *Appendices*



## Appendix A: HRD's Organization Chart

Under the leadership of the Chief Human Resources Officer, the Human Resources Division (HRD) has the responsibility for management and operations consistent with the agency's mission to plan and deliver human resource services throughout state government and its municipal sub-divisions.



## **Appendix B: HRD's Organizational Units**

### **Executive Office**

Through HRD's organizational units, the Executive Office ensures oversight, policy guidance, training and technical assistance to state agencies in all matters relating to the Commonwealth's classification, compensation, benefits, recruitment, selection, training and employee development, civil rights and collective bargaining programs.

### **Office of Employee Relations (OER)**

The Human Resources Division's Office of Employee Relations administers and oversees all labor relations activities, including collective bargaining, involving the Commonwealth's unionized Executive branch workforce, as provided in Chapter 150E of the General Laws. In addition, OER has oversight of labor relations activities for the Board of Higher Education, UMass, and County Sheriffs.

### **Organizational Development Group (ODG) Civil Service Unit**

As part of the Organization Development Group, the Civil Service Unit develops and administers civil service examinations to state agencies and municipalities as required by Chapter 31 of the Massachusetts General Laws and Personnel Administration Rules. It also establishes and maintains eligible lists, reviews and approves appointments, investigates and resolves complaints and allegations of unlawful and inappropriate hiring practices and defends departmental actions before the Civil Service Commission and the courts.

### **Workforce Management**

As a part of the Organizational Development Group, this unit provides systems and tools to manage human resources and technical assistance to state agency human resources directors and local officials in compliance with Human Resources laws, rules, regulations and policies. Key areas are the hiring process, Commonwealth Employment Opportunities (CEO), position management, salary administration, job classification, performance appraisal systems, benefits, outplacement support, alternative work options programs and performance recognition program. The unit also oversees the business process for the Human Resources Compensation Management System (HR/CMS), the state's HRIS system.

### **Policy Unit**

The Policy Unit is responsible for planning, developing, and evaluating the effectiveness of new and existing HR programs and statewide policy initiatives for the Executive Branch, in cooperation with Shared Services agencies. The unit is charged with researching models and best practices in the delivery of human resources, advising and assisting in the implementation of policies/programs with other HRD units, and responding to policy issues that arise as a result of implementation.

### **Training and Learning Development Group**

The Training and Learning Development Group provides organizational and systems development as well as a wide range of professional development and computer skills training. Training is designed and delivered by an in-house team of instructional design professionals and trainers.

### **Office of Diversity and Equal Opportunity (ODEO)**

The Office of Diversity and Equal Opportunity is responsible for implementing and enforcing the Governor's Executive Orders concerning Affirmative Action, Equal Opportunity and Diversity in State Government. Through Executive Orders 74, 116, 117, 227, 235, 246, 253 and 452, ODEO carries out the Governor's mandate of non-discrimination and equal opportunity for minorities, women, persons with disabilities, and Vietnam-Era Veterans within state agencies of the Executive Branch and within certain Authorities. Through collaborative recruitment and outreach, this unit also assists agencies in attracting, hiring and retaining a diverse workforce in the Commonwealth.

### **Workers' Compensation Section (WCS)**

As a part of the Human Resources Division, the unit administers the Self-Insured Workers' Compensation Program for state employees (excluding the uniformed State Police) who have sustained workplace injuries, in compliance with Chapter 152 of the General Laws. In addition to providing claims management services, the workers' compensation unit provides Utilization Review, Rehabilitation Case Management, Independent Medical Reviews, Investigations, Medical Bill Payment and Administrative services.

### **HRD Support Functions**

#### **Administration and Finance**

Manages the budget and financial affairs of the agency, including its spending plan, internal controls, procurement, accounts payable, payroll and security.

#### **Operations and Strategic Planning**

Provides strategic planning and operational support, including physical space, operational infrastructure and agency-wide strategic planning.

#### **Information Technology Unit (IT)**

Provides information technology solutions, including hardware, software and network maintenance services, website development and maintenance; application development and support.

#### **Research**

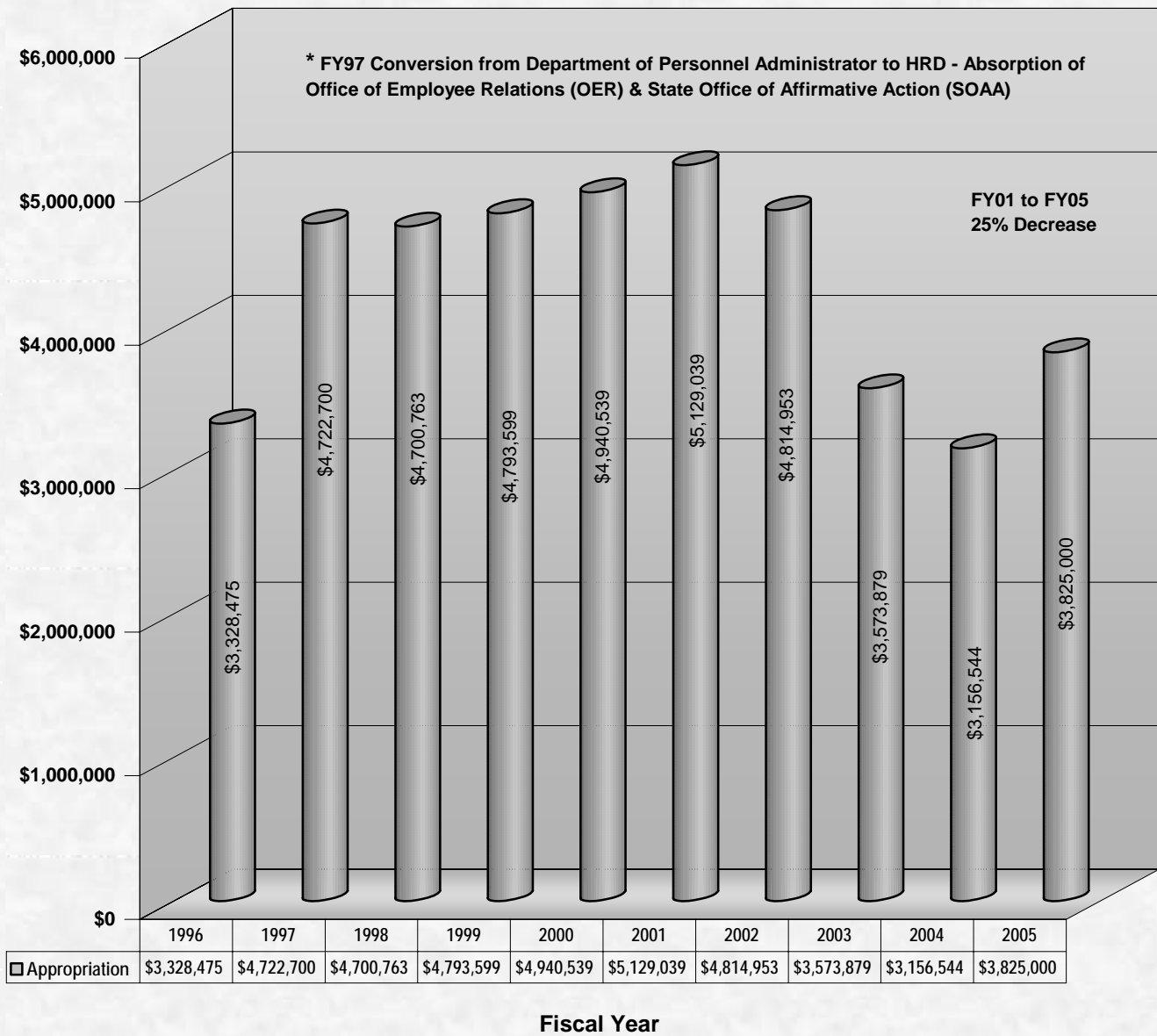
Performs research, analysis and quantification of HR and payroll data in support of the policies and practices of all HRD units, and other Gubernatorial Departments and control agencies, external Freedom of Information requests and surveys. Manages a \$21 million account funding Health and Welfare benefits for about 40,000 union employees through 10-15 vendors.

#### **Legal Unit**

Provides legal advice and counsel on human resources policies and procedures, labor and employment matters and civil service issues. Represents state agencies in litigation before the Civil Service Commission, Labor arbitrators, the Massachusetts Labor Relations Commission and the Division of Industrial Accidents. The Legal Unit also serves as a liaison with the Office of the Attorney General regarding all labor and employment litigation in state and federal court. The unit also acts as legal counsel to the Office of Employee Relations and the Chief HR Officer.

## Appendix C: HRD Budget

### 10 YEAR HISTORY HRD ADMINISTRATIVE SERVICES ACCOUNT (1750-0100) APPROPRIATION





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